

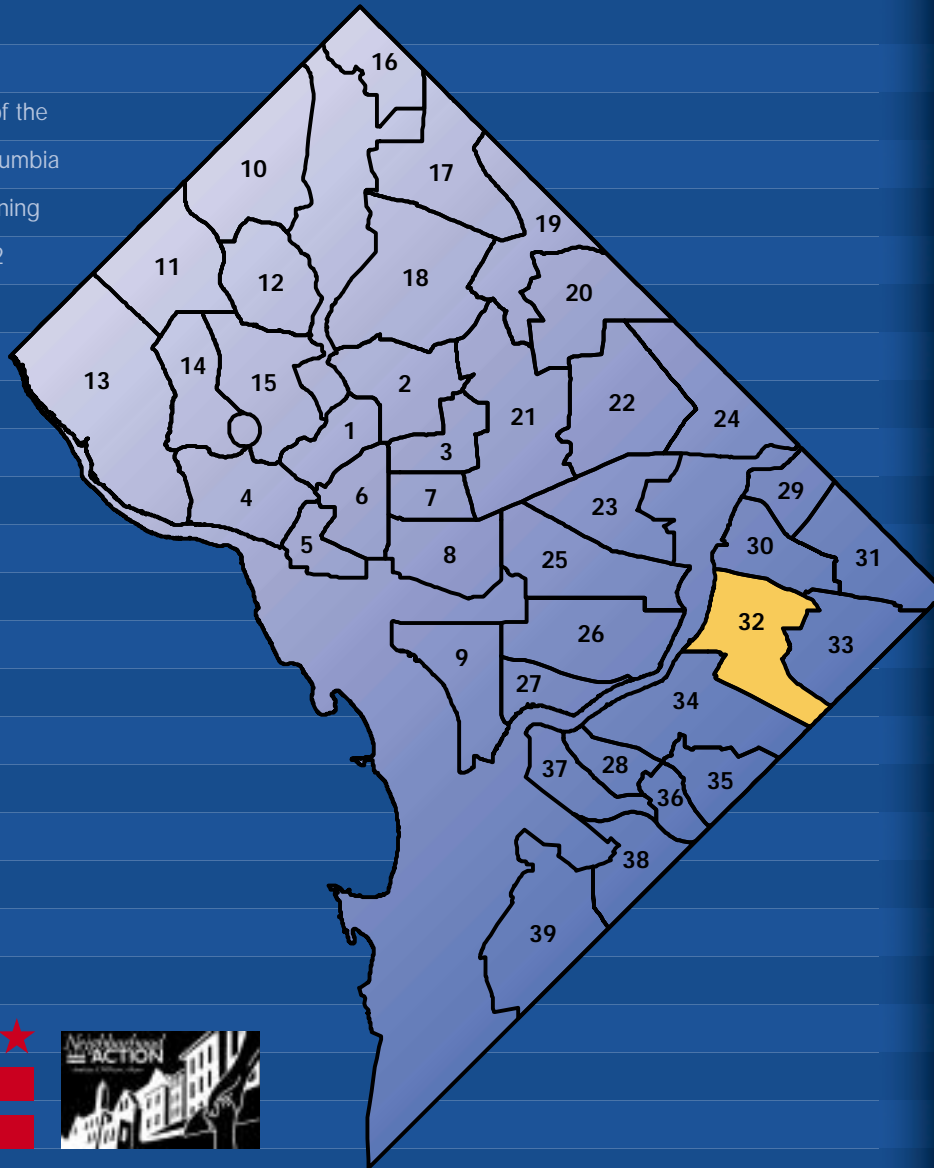
# Neighborhood Cluster

# 32

## District of Columbia Strategic Neighborhood Action Plan

Prepared by

Government of the  
District of Columbia  
Office of Planning  
Summer 2002



Benning  
Fort Dupont  
Greenway  
River Terrace



## Acknowledgments

*The following people and groups  
deserve special recognition for the  
time they dedicated to developing  
this plan for Cluster 32:*

Advisory Neighborhood Commission (ANC) 7A

Far Northeast–Southeast Council, Inc.

Fort Dupont Civic Association

Marshall Heights Community Development  
Organization, Inc.

Residents of Benning, Fort Dupont, Greenway,  
and River Terrace

Richard England Boys and Girls Club

River Terrace Civic Association

St. Luke's Catholic Church

Ward 7 Neighborhood Steering Committees

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Cover: Banneker Ridge

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## Letter From the Mayor



Dear Resident,

I am very proud to present the Strategic Neighborhood Action Plan (SNAP) for your Neighborhood Cluster. I personally want to congratulate all the citizens, the citizen and civic associations, the faith community, the Advisory Neighborhood Commissioners, the businesses, and others that helped shape this plan.

I have personally reviewed these plans and am struck by the tremendous amount of work, thought, and commitment that went into their preparation. I value these SNAPs as a way to communicate directly with you, the residents and stakeholders of this marvelous city.

What began at the city-wide level with the first and second Citizen Summits in 1999 and 2001 has been expanded at the neighborhood level through the Neighborhood Planning, Neighborhood Service, and Neighborhood Outreach efforts—all part of the overall Neighborhood *Action* program. Through this triad, I have heard your concerns and priorities directly and have taken measures to respond.

This Strategic Neighborhood Action Plan is not just words on paper. Every agency in my administration has reviewed these plans to see how they might contribute to advancing the priorities and objectives you outlined here. As you know, this was a tough budget year. I instructed agencies to preserve their commitments to addressing your priorities, as they assessed how and where to trim their budgets. What's more, additional funding was provided to specifically accomplish a number of important neighborhood priorities articulated through the SNAPs across the city. This approach includes funding to install an additional 600 litter cans across the city; hire an additional Fire Inspector for every Ward; add another staff person under the Clean City Administrator, who will further the goal of neighborhood cleanliness; hire additional Historic Preservation staff to review projects in historic areas; and more. While not every priority was met, such changes signal tangible evidence of my belief that the business of government starts with the business of the people.

This SNAP document is a first of its kind. It is the first time a major city has coordinated a plan with every neighborhood in the city in a single year. It is the first product of many that will provide citizens with a record of how this government will directly respond to your priorities.

I am excited about this SNAP document and about what it signals for the future of our neighborhoods and our city. I look forward to working with you, my agencies, and other stakeholders to implement the many significant priorities you have identified here. Congratulations, and now the work begins.

Sincerely,

Anthony A. Williams  
Mayor

Dear Resident,

Enclosed is your Neighborhood Cluster's Strategic Neighborhood Action Plan (SNAP). I want to personally thank all who contributed to developing this plan and congratulate them for their hard work. Many in your neighborhood devoted considerable time identifying strategies to improve the quality of life in your neighborhood. This effort has helped us—the District government—better partner with you to make concrete improvements in our communities.

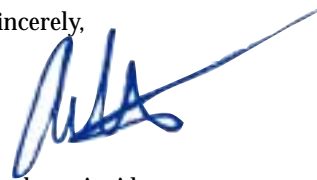
Your SNAP is a new kind of "plan for action" because it will not simply sit on a shelf. It is a document that lists key commitments by agencies and includes a timeline for implementation. It is a document whereby the commitments will be tracked by the Mayor's Office of Neighborhood *Action* to ensure that they are followed through to completion. It is an action plan and a foundation of our city's budget.

With the same level of deep commitment in developing this plan, I urge you—neighborhood groups, the faith community, businesses, nonprofits, Advisory Neighborhood Commissioners, and others—to help implement the remaining actions. While I know many of you have been active in your neighborhoods for years, implementing specific actions in this plan will help unite government and citizen efforts through its goal of addressing specific priorities identified by your neighbors.

Our work with you in your neighborhoods has just begun! Your Neighborhood Planner will continue to work with you to help implement and coordinate many projects, including the streetscape and façade improvements to the Minnesota Avenue commercial corridor; the construction of 147 new townhouses at Dupont Commons; the upgrades to several sidewalks, curbs, and gutters; and the paving of selected streets throughout the neighborhoods.

I look forward to our continued work with you in your Neighborhood Cluster. Thank you and congratulations once again for all your hard work and dedication in developing this SNAP.

Sincerely,



Andrew A. Altman  
Director, Office of Planning

## Letter From the Director





## Neighborhood Action

Three years ago, Mayor Williams's administration developed a new framework for how the District government would work together with citizens and other partners to make good decisions and to improve our city. This framework was the start of *Neighborhood Action*. The mission of *Neighborhood Action* is to empower citizens to improve their communities by mobilizing and coordinating the resources of government, businesses, nonprofits, the faith community, neighborhood leaders, and the citizens themselves. *Neighborhood Action* has held four Citizen Summits: one in November 1999, a follow-up in January 2000, one in October 2001, and another in December 2001. There were also two Youth Summits to hear from our younger residents. At those public forums, citizens shared their priorities for the city, which helped redefine our District government's priorities at the city-wide level.

It was also realized, however, that there was much work to be done at the neighborhood level. As part of

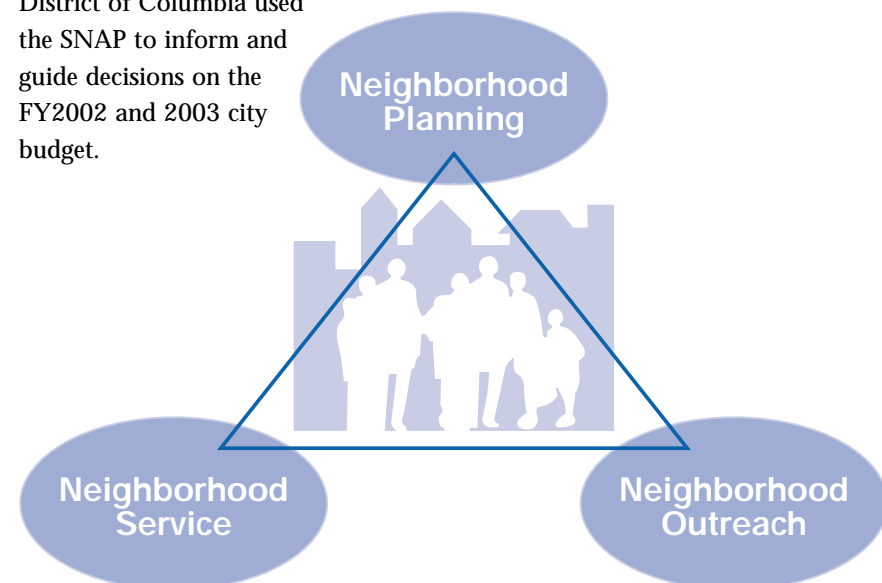
*Neighborhood Action*, the *Neighborhood Action Triangle* was created—three neighborhood initiatives aimed to identify and then solve neighborhood-specific issues. They are the *Neighborhood Service Initiative*, the *Neighborhood Outreach Program*, and the *Neighborhood Planning Initiative*. **Neighborhood Service** addresses recurring service delivery problems that require the coordinated involvement of more than one agency. **Neighborhood Outreach** holds public meetings, town halls, “coffee with the Mayor,” and other meetings to ensure that this administration stays connected to neighborhood issues. **Neighborhood Planning** has been working with citizens to identify top priority issues and to develop Strategic Neighborhood Action Plans (SNAPs) for each of the 39 Neighborhood Clusters in the city.

## Strategic Neighborhood Action Plan

This document is the SNAP for your Neighborhood Cluster. Citizens, citizen groups, businesses, the faith community, Advisory Neighborhood Commissioners, and others helped

develop this plan with the *Neighborhood Planning Initiative* located in the DC Office of Planning (OP).

The SNAP is part of *Neighborhood Action*, which is Mayor Williams's initiative to reengage citizens in the governance of their city and to establish a vision, priorities, and action for your Neighborhood Cluster. For the first time in the District, the SNAP provides residents a process to articulate and begin addressing many of the neighborhoods' most pressing challenges. The government of the District of Columbia used the SNAP to inform and guide decisions on the FY2002 and 2003 city budget.



# Introduction

# 1



Unlike the long-range goals of the Comprehensive Plan, the SNAP identifies near-term goals (i.e., goals for a 2-year period). Through a series of community workshops and meetings, community stakeholders identified the priority areas of the Cluster 32 SNAP. The priorities and the actions recommended to address them reinforce several community concerns identified in the Ward 7 plan, such as rehabilitating the Senator Theater, rehabilitating vacant apartments in Greenway, improving maintenance of the Fort Dupont Park, and promoting economic development in the 3400 block of Benning Road.

Progress on each action committed to by a District agency will be tracked through annual status reports by the Office of Neighborhood Action.

Although the SNAP is an independent planning document not tied to the Comprehensive Plan, it could inform residents about how the Comprehensive Plan is updated in the future. Currently, the Mayor and Council are appointing a Comprehensive Planning Task Force representing a broad cross-section of stakeholders to work

with the Office of Planning as it undertakes a review of the current plan and planning process.

### The Comprehensive Plan

Throughout the SNAP process, residents asked, “How do Strategic Neighborhood Action Plans relate to the Comprehensive Plan?” While both documents outline a vision for neighborhoods and include concrete and identifiable goals for your community, there are differences in how they are used by District agencies and what the immediacy is of their effect on your neighborhood.

The *Comprehensive Plan for the National Capital* is a long-range (20 years) general policy document that provides overall guidance for the future planning and development of Washington, DC. District agencies use this document as a guide to ensure that their actions reinforce the long-term goals of the city. The Comprehensive Plan was first proposed by the Mayor and adopted by the Council in 1984 and 1985, respectively. Amendments to the plan are proposed by the Mayor and approved by

the Council every 4 years. The plan has been amended in 1989, 1994, and 1998. The plan includes both local and Federal elements and is the only planning document mandated by the Home Rule Act. There are 10 local elements, which together are usually referred to as the “District of Columbia Comprehensive Plan”: General Provisions, Economic Development, Housing, Environmental Protection, Transportation, Public Facilities, Urban Design, Downtown Plan, Human Services, and Land Use.

The Ward 7 plan is one part of the goals for the Comprehensive Plan. It establishes a vision for Ward 7 over 5 years (1999–2004) and has 12 areas of planning focus, such as retaining the general housing stock, expanding the District’s tax base, and preserving and enhancing an appropriate range and density of land uses.



## A Message From Your Neighborhood Planner

As your Neighborhood Planner, my job has been to guide residents and stakeholders of Cluster 32 through the neighborhood planning process. The goal of this process was to facilitate a citizen-driven effort to identify neighborhood priorities, which would help guide District agencies, nonprofits, and others to improve the quality of life in your neighborhood. Together, we have produced the first Strategic Neighborhood Action Plan for Cluster 32. This effort has truly been a monumental achievement!

At times, the task has not been easy. Historically, residents in this Cluster felt that they have not received the level of attention and public investments they deserved. The government has responded in several ways. For example, it has committed resources to the Marshall Heights Community

Development Organization, Inc., for façade improvements to the businesses along Minnesota Avenue, from Benning Road to East Capitol Street. Although we have a long way to go, this document is proof that your government has heard you and is changing to better serve you, as well as providing a tool for you to hold us accountable.

Many of you, both long-time and new residents, have taken the initiative to create change, not wait for government to try to fix a problem. I would like to thank those residents who participated in the Ward-wide survey to identify streets and alleys in need of repair and in the vacant property survey. Both surveys will help direct agency priorities in the years to come.

The city recognizes the tremendous commitment and dedication of those who participated in this planning process. They were active throughout the effort, reviewing and fine-tuning many elements of the draft SNAP.

The city looks forward to continuing to work with you and your community to implement the actions outlined in this plan and to achieve the vision for livable, equitable, and vibrant neighborhoods throughout the District of Columbia.

To better understand what makes your Neighborhood Cluster special, please read the following sections, which describe both the positive and negative conditions found in your communities, including physical characteristics, demographics, and recent activity in your neighborhood.

### Howard Ways<sup>1</sup>

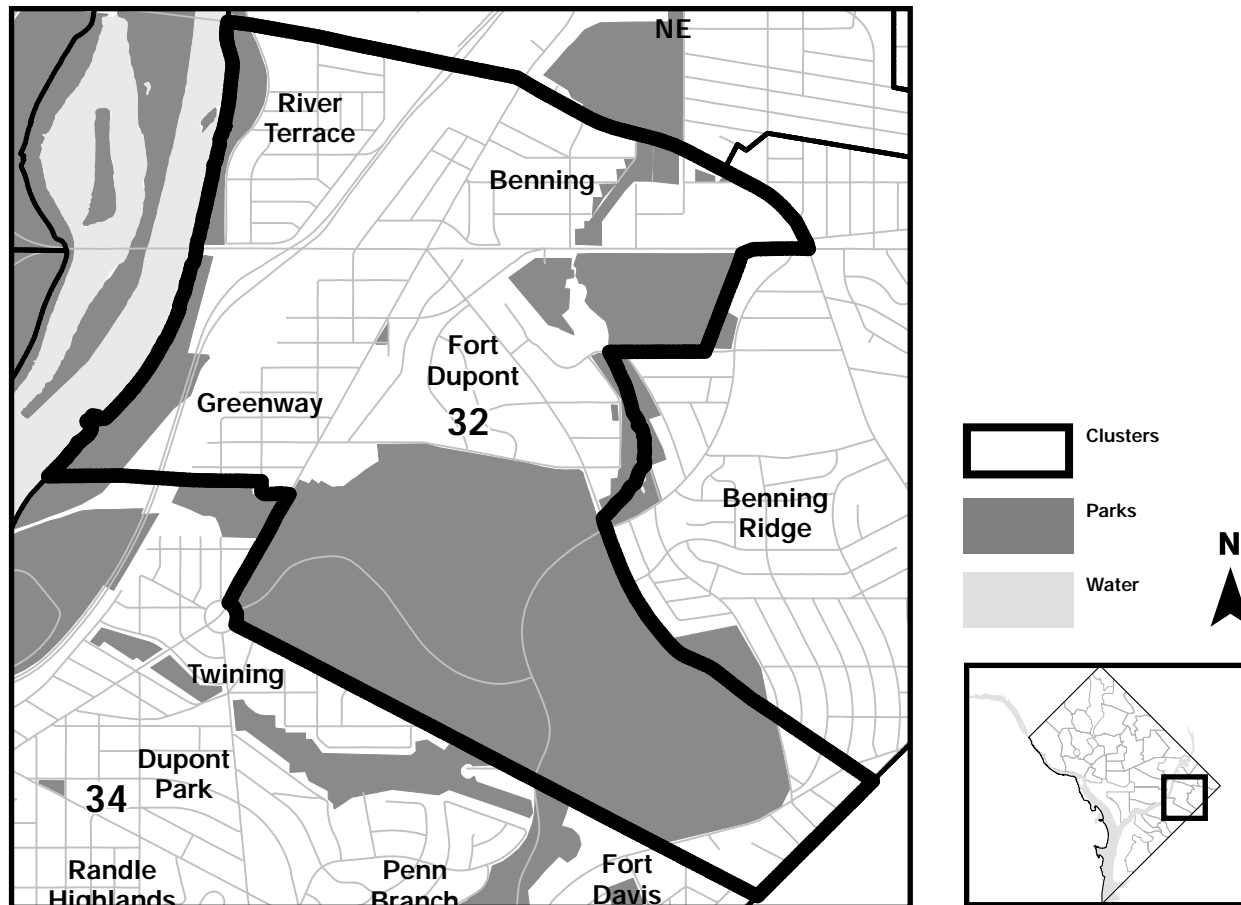
*Neighborhood Planner, Cluster 32*

1. This Cluster will have a new Neighborhood Planner. For more information, contact the Office of Planning at 202-442-7600.

## State of the Cluster

# 2

Cluster 32: Benning, Fort Dupont, Greenway, River Terrace



### Cluster 32 Neighborhoods

This document is the first SNAP developed for Neighborhood Cluster 32. Your Neighborhood Cluster is shown on the map and includes the following neighborhoods:

- Benning
- Fort Dupont
- Greenway
- River Terrace

These neighborhoods developed this SNAP with the help of your Neighborhood Planner, Howard Ways.

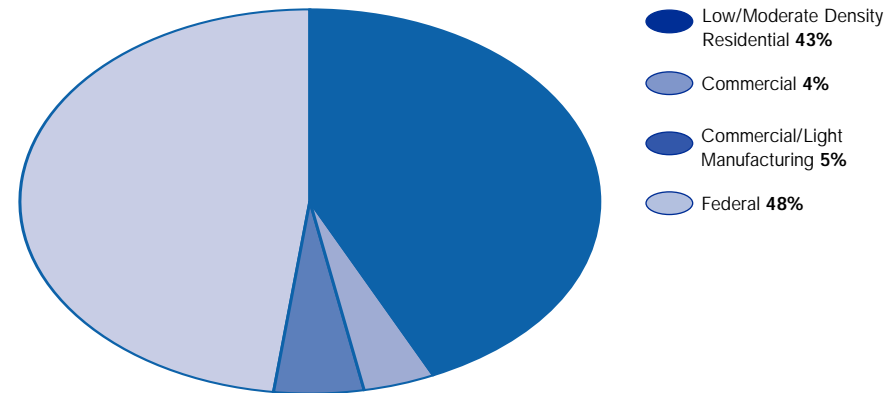
### Physical Characteristics and Assets

The majority of the Cluster comprises federally owned parks: Fort Mahan Park to the north, Fort Dupont Park to the south, and the Anacostia Waterfront Park to the west. Low- and moderate-density residential use is the next most common land use in the Cluster. A breakout of the types and corresponding percentages of land uses for this Cluster is shown on the pie chart to the right.

Key assets and features of Cluster 32 include the following:

- *East Capitol Street and Benning Road provide two direct routes across the Anacostia River to downtown.*
- *Direct access to the Anacostia River is available from the River Terrace community.*
- *Kingman and Heritage Islands, which are planned for environmental remediation, are nearby.*
- *Fort Dupont Park and the Fort Dupont Park Ice Rink are located in the Cluster.*
- *The Minnesota Avenue Day festival is held in August.*

Land Uses in Cluster 32



Source: Zoning Data contained in the Central DC GIS Database maintained by DC Office of the Chief Technology Officer, as of April 2002

East River Park Shopping Center – photo by Amy Cody



Seed Charter School children  
performers — photo by Amy Cody



	Cluster 32: 1990	Cluster 32: 2000	City-wide: 2000
<b>Population</b>	14,150	12,319	572,059
<b>Age</b>			
Under 18 Years	25%	24%	20%
Between 18 and 65 Years	62%	60%	68%
Over 65 Years	13%	16%	12%
<b>Race and Ethnicity</b>			
African American	98%	97%	60%
White	1%	2%	31%
Hispanic <sup>1</sup>	0%	0%	8%
<b>Income</b>			
Median Household Income <sup>2</sup>	\$25,257	\$33,771 <sup>3</sup>	\$43,001 <sup>3</sup>
<b>Education</b>			
High School Graduates	62%	Data not yet available	73%
College Graduates	9%	Data not yet available	33%
<b>Housing</b>			
Occupied Housing Units	6,119 units	5,523 units	274,845 units
Percentage of Housing Units Owner-Occupied	31%	32%	41%

Source: U.S. Census Bureau, 1990 and 2000 data.

1. People of Hispanic origin may be of any race.

2. Median income is the income level at which half of the households earn more and half earn less. It is literally the income that is in the middle.

3. Claritas, Inc., 1998 data.

## Demographics

Following the general trend in Ward 7 and Ward 8 (which now includes the part of Ward 6 that was east of the Anacostia River), Cluster 32 lost population (from 14,150 in 1990 to 12,319 in 2000) over the past 10 years. African Americans make up the majority of residents in this Cluster, constituting 97% of its population. The Cluster's median household income (\$33,771) is below that of the city-wide median (\$43,001). The adjacent chart provides some basic information on your neighborhood such as age, race and ethnicity, and family income of residents for 2000. It also shows data for 1990, which allow you to see how your Cluster has changed. To learn more about other demographics, you may obtain a copy of your Cluster Databook by contacting the DC Office of Planning at 202-442-7600.

### Recent Neighborhood Activity

Most of the large-scale development in the Cluster is publicly funded capital projects. This aspect is typical of development throughout Ward 7, because most private investment is limited to small infill development and housing rehabilitation. Therefore, the District will have to play a significant role in any major development project in the Cluster for the foreseeable future.

The following is a list of key Cluster 32 activities:

- *A citizen street and alley survey, which identified streets and alleys for repaving and streets that need improved curbs, sidewalks, and gutters, has been completed. The District Department of Transportation (DDOT) has received and will review the results of the survey.*
- *The DC Public Schools (DCPS) budgeted \$6 million for improvements to Sousa Middle School in FY2003.*
- *A community planning process for Kingman and Heritage Islands has*

*been developed. Kingman and Heritage Islands produced a preferred concept plan in 2001. Key elements of this low-impact plan included habitat restoration, trail development, and a children's adventure playground.*

- *Reconstruction of the Benning Road Bridge is currently under way.*
- *The Marshall Heights Community Development Organization, Inc., constructed 28 market-rate, single-family detached homes. The project is the first single-family detached housing project in Ward 7 in nearly 40 years.*
- *The required planning has been completed for the 147-unit Dupont Commons housing development project by WIN/Enterprise Fort Dupont Nehemiah Homes, Inc. The project, located on Ridge Road, will provide homeownership opportunities for families with incomes ranging from \$18,000 to \$60,000.*

The Recent Neighborhood Activity map on the following page depicts the key activities in your cluster.

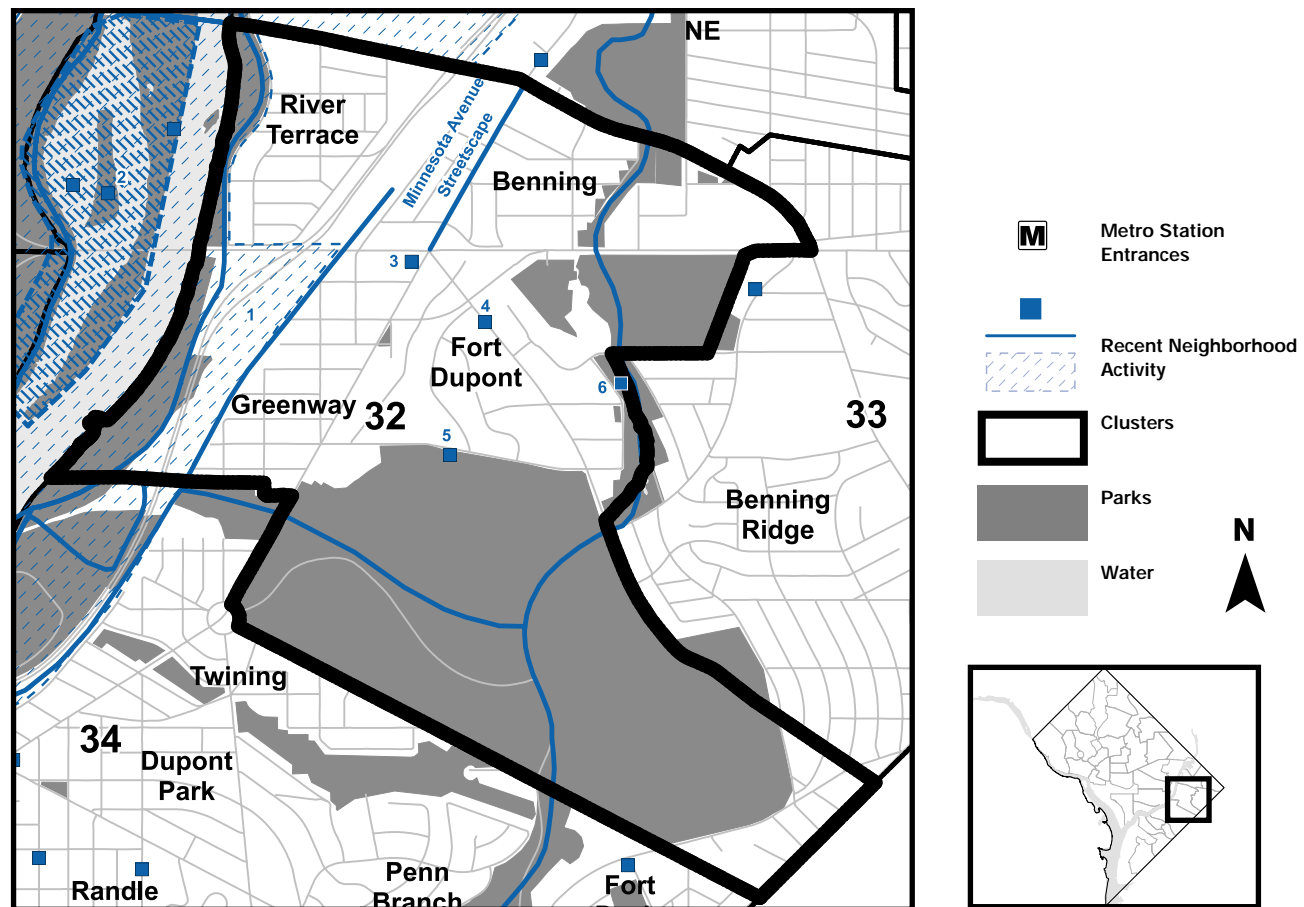
Seed Charter School



Anacostia Waterfront Park



Recent Neighborhood Activity in Cluster 32



### Citizen-Driven Process

The commitment of Neighborhood *Action* is to engage citizens in the governance of their city and to align government priorities with citizens' priorities. Following the tradition of the Citizen Summit, the Neighborhood Planning Initiative has citizen engagement at the core of its mission. As such, the process for developing your SNAP was built around a four-phase, citizen-driven process: (1) Start Up, (2) Visioning and Identifying Essential Ingredients, (3) Action Planning, and (4) Validation.

The hard work began in phase two, when a Visioning and Identifying Essential Ingredients Workshop was held in each Neighborhood Cluster between January and June 2001. At this workshop, citizens were asked to create a list of essential ingredients for their Cluster. Essential ingredients are characteristics vital to making a neighborhood a place where people and families can live and thrive.

Your Cluster identified and ranked 12 essential ingredients as vital for a livable community:

1. Environment
2. Transportation
3. Youth Development
4. Communication
5. Schools
6. Urban Design
7. Infrastructure
8. Community Spirit
9. Law Enforcement
10. Neighborhood Stability
11. Location
12. HealthCare

### Cluster Priorities

Participants were then asked to identify three to four priority essential ingredients that would be the focus of additional action planning. For FY2002 and FY2003, they agreed on the following priorities:

- Environment
- Transportation
- Youth Development

Next, residents were invited to participate in a series of Action Planning meetings to identify specific actions for addressing their priorities. During this extensive exercise, participants were challenged to think strategically about the necessary steps and the specific locations to begin addressing the priorities. With the detailed priorities, objectives, actions, and locations, the SNAP served as a tool for District agencies in preparing their FY2003 budgets.

## Developing Your SNAP

# 3



### How We Involved You

#### Phase I: Start Up

- Performed pre-planning work from July 2000 to January 2001—including meeting with community stakeholders, civic associations, and ANCs, conducting site tours to get a baseline understanding of area issues and projects and reviewing District's FY 2001-2006 budget to identify key government investments.
- Conducted informal consultations with neighborhood leaders to develop a Ward wide Steering Committee.
- Convened an initial meeting at the Boys and Girls Club in January 2001 with Ward wide stakeholders.

#### Phase II: Visioning & Identifying Essential Ingredients

- Convened a pre-community workshop meeting at the 6th District Police Headquarters in February 2001.
- Held a community workshop with Clusters 32 and 33 in March 2001 at the River Terrace Elementary School.

#### Phase III: Action Planning

- Convened follow up meetings in the Summer of 2001 at the River Terrace Elementary School and the headquarters of the Marshall Heights Community Development Organization, Inc.

#### Phase IV: Validation

- Convened a final follow up meeting with Ward wide stakeholders at St. Luke's Catholic Church in September 2001 to review final recommendations.

#### Community Outreach

- Announced Steering Committee Meetings, the Neighborhood Cluster Workshop, Action Planning Work Sessions and other meetings specific to the SNAP using a variety of outreach methods. Specifically, notices were distributed through direct mailings, and sent to area ANCs and Councilmember Chavous' office. Meetings were announced at ANC, Citizen and Civic Association meetings and through email.
- Over 135 citizens participated in the planning process.

District agencies then reviewed the neighborhood priorities as they reviewed their FY2002 budget and developed their proposed FY2003 budget. Beginning in October 2001, more than 40 agencies reviewed recommended actions and developed responses to address neighborhood priorities. Although resources are limited, agencies used neighborhood priorities as one of the inputs to help define what they should do next year, how they should be doing it, and where they should begin.

Further, when District agencies were asked to reduce their FY2003 budgets because of funding shortfalls, the Mayor and his administration emphasized that existing commitments to SNAP priorities remain untouched. Last, in a review of your SNAP and others across the city, additional funding was provided to certain agencies that needed more assistance to address neighborhood

priorities. For example, more funding was dedicated to city-wide issues such as the following:

- *Install an additional 600 litter cans across the city.*
- *Hire an additional Fire Inspector for every Ward.*
- *Hire an additional staff person who will be under the Clean City Administrator and who will further the goal of neighborhood cleanliness.*
- *Hire additional Historic Preservation staff members to review projects in historic areas, and more.*

These and other items were included in Mayor Williams' draft FY2003 budget that was submitted to the Council of the District of Columbia to consider as it reviewed and revised the budget. Now that the Council has approved the final FY2003 budget, the commitments to your neighborhoods are firm.

### Agency Commitment Highlights

In Cluster 32, some of the key actions that concerned citizens most received the following agency commitments:

Upgrade Transportation Infrastructure.

- *The District Department of Transportation (DDOT) will use the citizen street survey that it received. Then DDOT will identify areas for site inspections and determine future street, alley, curb, and gutter capital improvements.*
- *DDOT will survey and review all schools and Metro stations for traffic-calming devices, with installation expected in FY2003.*
- *DDOT will investigate the feasibility of instituting a resident parking program in River Terrace.*

- *The Operations Command of the Metropolitan Police Department (MPD) will be conducting site surveys for the installation of 10 new red light cameras.*

- *DDOT budgeted \$500,000 to initiate both the study and possibly some design of streetscape improvements to Minnesota Avenue.*

Provide Additional Opportunities for Youth Development.

- *The Department of Parks and Recreation (DPR) budgeted \$500,000 to restore Kingman and Heritage Islands as a recreational and educational resource.*
- *DPR will conduct a thorough evaluation and assessment of all recreation facilities and programs.*
- *The DC Public Schools (DCPS) budgeted \$6 million for improvements to Sousa Middle School in FY2003.*

Create New Economic Development Opportunities for Residents.

- *In FY2002, the Department of Housing and Community Development (DHCD) awarded the Marshall Heights Community Development Corporation resources for façade improvements along Minnesota Avenue between East Capitol Street and Benning Road. The Deputy Mayor for Planning and Economic Development (DMPED) has budgeted \$7 million in local funds for the ReStore DC neighborhood commercial revitalization program. A multiyear package of grants and technical assistance will be awarded on a competitive basis to approximately five neighborhood business districts per year. Other business districts can apply on a competitive basis for matching grants for short-term, specific projects such as a market study. Funding will also be provided to support neighborhood business resource centers.*

- *The Executive Office of the Mayor (EOM) will work with citizens regarding the siting of the new Department of Employment Services (DOES) Headquarters at the Minnesota Avenue Metro station. If necessary, a formal citizen steering committee will be formed.*
  - *The Office of the Clean City Coordinator (OCCC) is introducing a revamped Adopt-a-Block Program. One additional staff person will be hired to further implement the Clean City Initiative.*
  - *The Department of Consumer and Regulatory Affairs (DCRA) will regularly conduct housing inspections and surveys since hiring one inspector for each Neighborhood Cluster.*
  - *DPW hired additional Solid Waste Education and Enforcement Program (SWEEP) Inspectors in FY2002, bringing the number of inspectors in the Ward to three. This increased staffing will raise the level of solid waste education and enforcement and will help prevent illegal dumping.*
- Increase Cleanliness of the Cluster.
- *The Department of Public Works (DPW) has opened an additional impound lot, and new tow cranes, which will enable quicker removal of abandoned vehicles, are arriving.*

Section 4, the Action Plan, describes in detail how District and non-District agencies are responding to the citizen priorities in FY2002, FY2003, and beyond.

## Understanding the Plan

The Cluster 32 Action Plan is where citizen-driven priorities are described in detail. The priorities specific to this Cluster include the following:

- Environment
- Transportation
- Youth Development

This section describes both District commitments and key community-led actions. The data are organized by the priorities described above. Each priority is further described by objectives, which articulate specific problems or needs that must be addressed in order to accomplish the priority. For example, if a Cluster's priority is Public Safety, objectives may be to "develop strategies to reduce drug activity" and to "improve relations between police and area residents." Each objective then has a specific Action Plan that includes Proposed Action, Responsible Agencies, Budget Commitment, and Time Frame for Implementation.

As you read through the Action Plan, you will notice that many of the recommended actions list commitments from multiple agencies. It is often the case in government that several agencies with specific expertise are required to work together to fully address any one issue. In those cases, the first agency listed is the lead agency, or agency that has primary responsibility for implementing or coordinating implementation. The additional agencies listed will play a supporting role to the lead agency. An agency commitment may range from providing background information or performing technical analysis on a specific project, to funding and managing a series of activities on a city-wide initiative.

The Action Plan also acknowledges the fact that government cannot address those priority issues alone. In many instances, the agencies will need the help of the business and institutional community, nonprofits, civic and citizen organizations, and

individual citizens to create sustainable community improvement. During the SNAP process, many of the priorities identified by your neighborhood included actions that require community or private-sector leadership and participation or both. The following Action Plan includes those community-led actions, and it begins the process of engaging residents and other organized groups to work together with government to address local issues.

The following pages provide the detailed District Agency commitments and timelines to begin addressing some of your top Cluster priorities.

*Because partner names are abbreviated in this Action Plan, please refer to Appendix B for a list with the complete name of each partner.*

## The Action Plan

# 4

## Agency Responses to Citizen Priorities

PRIORITY 1:

**Environment**

The environment was overwhelmingly the top priority. Residents shared their concern over the effect of the proposed expansion of the trash transfer station on Benning Road and wanted clarity on the District's final decision concerning improvements to the system of disposing solid waste in the city. The Kingman Island restoration project, a major component of the Anacostia Waterfront Initiative (AWI), was identified as the kind of positive environmental intervention supported by residents on both sides of the Anacostia River.

OBJECTIVE 1:

Improve enforcement of environmental and health regulations.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3040	Enforce the "Clean It or Lien It" program.	All neighborhoods	DPW	6892	The Department of Public Works (DPW) hired additional Solid Waste Education and Enforcement Program (SWEEP) inspectors in FY2002, bringing the number of inspectors in the Ward to three. This increased staffing will raise the level of solid waste education and enforcement and will help prevent illegal dumping.	FY2002
			DCRA	3366	The Department of Consumer and Regulatory Affairs (DCRA) will use its Building Improvement Program in conjunction with "Clean It or Lien It" when necessary.	Ongoing
			OCCC	7650	The Office of the Clean City Coordinator (OCCC) will work with a multi-agency task force to develop and introduce legislation to increase fines for quality-of-life infractions and to improve laws and enforcement for illegal posters, littering, and so forth. OCCC will serve as goal champion for quality-of-life legislation.	FY2002

## Agency Responses to Citizen Priorities

PRIORITY 1: **Environment**OBJECTIVE 1: **Improve enforcement of environmental and health regulations.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3041	Improve communication between agencies and community.	All neighborhoods	DPW	3368	DPW will continue to work with the Neighborhood Service Coordinator (NCS) to coordinate efforts addressing sanitation issues.	Ongoing
			DOH	7188	The Department of Health (DOH) will continue with its education and outreach efforts and will continue to form partnerships with community organizations.	Ongoing
			OCCC	7652	OCCC will work with a multi-agency task force to develop and introduce legislation to increase fines for quality-of-life infractions and to improve laws and enforcement for illegal posters, littering, and so forth.	FY2002
486	Provide stronger and swifter code enforcement for nuisance properties.	All neighborhoods	DCRA	1333	The District is promulgating the Abatement and Condemnation of Nuisance Properties Omnibus Amendment Act to allow the city to take abandoned properties after giving adequate notice to owners. Properties will be converted into new housing.	FY2002
			DPW	1334	DPW is reassessing its fine levels for possible increases.	FY2002
			DOH	7029	DOH will continue to support DCRA's lead in handling nuisance properties by involving its rodent code enforcement personnel, who will assist in monitoring and levying fines against identified properties.	
			OCC	7530	The Office of Corporation Counsel (OCC), through its major case unit, will take swift enforcement action on all nuisance property cases received from DCRA.	Ongoing

## Agency Responses to Citizen Priorities

PRIORITY 1: **Environment**OBJECTIVE 1: **Improve enforcement of environmental and health regulations.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3042	Provide stronger enforcement of regulations governing commercial businesses, especially in residential areas.	3400 block of Benning Road NE and Minnesota Avenue, between East Capitol Street and the Minnesota Metro station	DCRA	3369	DCRA has hired 39 Neighborhood Stabilization Officers (NSOs). There will be one NSO for each Cluster in the city who will be responsible for inspection activities at the neighborhood level. DCRA's Regulatory Investigators are gearing up to work with the NSOs.	Ongoing
			DPW	3370	DPW hired additional SWEEP inspectors in FY2002, bringing the number of inspectors in the Ward to three. This increased staffing will raise the level of solid waste education and enforcement and will help prevent illegal dumping.	FY2002
			DOH	7189	DOH will continue to enforce all environmental regulations.	Ongoing
3043	Develop, publish, and implement a routine tree-trimming and maintenance schedule.	All neighborhoods	DDOT	3371	DDOT will expedite the regularly scheduled tree-trimming program.	FY2003
3044	Change laws to provide stronger punishment for absentee owners who do not maintain their commercial or residential property.	All neighborhoods	DCRA	7653	This objective is a DOH and Board of Zoning Administration (BZA) issue.	
			OCC	3373	OCC will provide legal advice to executive agency clients.	Ongoing



## Agency Responses to Citizen Priorities

PRIORITY 1: **Environment**

OBJECTIVE 2: Implement projects that promote healthy environmentally sensitive interventions.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3046	Improve the design of Benning Road to minimize the effects of current trash deliveries to the Benning Road trash transfer station until the station is removed.	River Terrace	DDOT	7357	DDOT will investigate and take appropriate action.	FY2003
			DPW	3378	DPW will continue to work with citizens to reduce the trash transfer station's effects on the community.	Ongoing
3047	Encourage communities to join Adopt-a-Lot.	All neighborhoods	DPW	3380	Tools and trash bags for community cleanups are available through DPW's Helping Hand program.	Ongoing
			OCCC	7654	OCCC will work with a multi-agency task force to develop and introduce legislation to increase fines for quality of life infractions and to improve laws and enforcement for illegal posters, littering, and so forth. OCCC will also support this initiative through the neighborhood engagement component of the Adopt-a-Block program.	FY2002
3048	Continue the redevelopment planning process for Kingman Island as part of the Anacostia Waterfront Initiative (AWI).	River Terrace and all other affected communities	DPR	3381	The Department of Parks and Recreation (DPR) is redeveloping Kingman Island in partnership with the surrounding communities. A concept plan is complete. A detailed Preferred Concept Master Plan will be developed in FY2002. DPR budgeted \$500,000 (and requested an additional \$435,000) to restore Kingman and Heritage Islands to a recreational and educational resource.	FY2002

## Agency Responses to Citizen Priorities

PRIORITY 2:

**Transportation**

Transportation was the second priority. Improving the quality of streets, sidewalks, alleys, curbs, and gutters was cited as a major issue throughout the Clusters. Additionally, both improving access to public transportation and mitigating traffic congestion were identified as areas of concern.

OBJECTIVE 1:

Complete paving and curbing of all streets and alleys.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
487	Review the citizen street survey before determining future streets and alleys for capital improvements (curbs, sidewalks, and gutters).	All neighborhoods	DDOT	1336	DDOT will use the citizen street survey to identify areas for site inspections and to determine future street, alley, curb, and gutter capital improvements.	Ongoing

## Agency Responses to Citizen Priorities

PRIORITY 2: **Transportation**OBJECTIVE 2: **Plan for improved transportation services.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3049	Establish a resident parking program in River Terrace.	River Terrace	DDOT	3383	DDOT will investigate and take appropriate action.	FY2003
3050	Construct a grass median strip on Benning Road.	River Terrace	DDOT	6894	DDOT will investigate and take appropriate action.	FY2003
3051	Establish a para-transit system for scheduled and nonscheduled trips for seniors.	All neighborhoods	DDOT	3385	DDOT will investigate and take appropriate action	FY2003
			DCOA	7190	DDOT will investigate and determine solutions. The DC Office on Aging (DCOA), through a grant to the United Planning Organization, provides funding for the Washington Elderly Handicapped Transportation service. This on-demand service is for the elderly and handicapped, and it provides transportation for medical appointments. As a gap-filling agency, DCOA is not responsible for providing general transportation services. DCOA should be removed as a lead agency or partner.	Ongoing
3052	Maintain parking areas around Robert F. Kennedy (RFK) Stadium.	RFK	DPW	3386	The DC Stadium Authority has jurisdiction over RFK parking. DPW has no plans to use RFK lots for impoundment.	Ongoing

## Agency Responses to Citizen Priorities

PRIORITY 2:

**Transportation**

OBJECTIVE 3:

Improve maintenance of infrastructure.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3053	Increase staffing and resources for parking enforcement.	All neighborhoods	DPW	3387	DPW will hire 138 parking officers in FY2002. The hiring will result in increased enforcement, including enforcement in residential areas and enforcement for out-of-state vehicles.	FY2002
3054	Increase staffing and resources for abandoned automobiles.	All neighborhoods	DPW	3389	DPW has opened an additional impound lot, and new tow cranes have been ordered, which will be deployed in FY2002.	FY2002
			MPD	3390	A total of seven officers have been trained to enter PD 904s into the Hansen system. This effort will help DPW with the information needed to tow abandoned autos.	FY2002
3055	Provide schedule for routine street and alley cleaning.	All neighborhoods	DPW	3391	DPW cleans alleys in all Wards on a rotating schedule. Street sweeping schedules are posted on the street.	Ongoing
3057	Develop, publish, and implement a routine tree-trimming and maintenance schedule.	All neighborhoods	DDOT	3394	DDOT will improve communication and outreach through web-based postings of improvement projects.	

Agency Responses to Citizen Priorities

PRIORITY 2: **Transportation**

OBJECTIVE 4: **Improve community safety.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3058	Install red-light cameras at key intersections.	All neighborhoods	MPD	3395	MPD's Operations Command will be conducting site surveys for the installation of 10 red-light cameras.	FY2002

## Agency Responses to Citizen Priorities

PRIORITY 2:

**Transportation**

OBJECTIVE 5:

Implement streetscape improvements in concert with the DOES headquarters project.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3059	Establish a citizen steering committee to address community concerns with respect to the DOES project.	Minnesota Avenue between East Capitol Street and Benning Road	OP	9912	Upon direction from the DMPED, the OP will engage community stakeholders.	Out Years
			EOM	3396	The Executive Office of the Mayor (EOM) will ensure that citizen concerns surrounding this project are heard and are responded to appropriately. If necessary and appropriate, a formal citizen steering committee can be formed.	FY2002
			Community	3397	Success of this action will depend on community leadership and the action of individuals. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD
3060	Establish city objectives and citizen objectives to reach common objectives.	Minnesota Avenue between East Capitol Street and Benning Road	OPM	3399	The Office of Property Management (OPM) concurs with being a facilitator for establishing city objectives as relates to confirming the agency programming requirements. OP and DMPED are co-leaders in establishing the community objectives and will work alongside the Program Manager retained for this project. The Program Manager will work under OPM. OPM is getting ready to engage a Program Manager for the initial steps of confirming program, traffic, environmental studies, and so forth.	FY2002
			OP	7657	Upon direction from the DMPED, OP will engage community stakeholders.	Out Years
			DMPED	7658	The development plan for the government centers project will likely include significant infrastructure improvement. The precise scope of these improvements will be determined after community input.	
			Community	3398	Success of this action will depend on community leadership and the action of individuals. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD

## Agency Responses to Citizen Priorities

PRIORITY 2: **Transportation**OBJECTIVE 5: **Implement streetscape improvements in concert with the DOES headquarters project.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3061	Determine the building program and the community amenities to be included in the project.	Minnesota Avenue between East Capitol Street and Benning Road	OPM	3401	OPM concurs with being a facilitator for this project. There are several steps required in confirming that identified agencies can or should go to a location that meets with community approval. OPM should lead in confirming the program's location. OP and DMPED should lead in assessing community opinion as a follow-up. OPM is getting ready to engage a Program Manager for the initial steps of confirming program, traffic, environmental studies, and so forth. OPM is in the process of making specific task assignments from January 14-25. Because of the complexity and phasing of the project, one central timeline is not realistic at this time. Once assigned, the managers will be able to develop the first phase timelines. Once they are developed and vetted internally, OPM will be happy to share them. OPM would then repeat the process while moving forward.	FY2002
			DMPED	7661	OPM and the Program Managers will hold community meetings to determine the scope of this project.	
			Community	3400	Success of this action will depend on community leadership and the action of individuals. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD
			OP	7660	Upon direction from the DMPED, OP will engage community stakeholders.	Out Years



## Agency Responses to Citizen Priorities

PRIORITY 2:

**Transportation**

OBJECTIVE 5:

Implement streetscape improvements in concert with the DOES headquarters project.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3062	Complete architectural work on the DOES building.	Minnesota Avenue between East Capitol Street and Benning Road	OPM	3403	OPM will act as a facilitator for this project through the retained Program Manager and work toward the architectural plans. Several steps are required in confirming that identified agencies can or should go to a location that meets with community approval. OPM should lead in confirming program requirements.	FY2002
			Community	3402	Success of this action will depend on community leadership and the action of individuals. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD
			OP	7662	Upon direction from the DMPED, the OP will engage community stakeholders.	Out Years
			DMPED	7663	OPM and the Program Managers will hold community meetings to determine the scope of this project. This action will be completed as quickly as possible.	
493	Budget for the streetscape and façade improvements in the streetscape plan that Washington Chapter of the American Institute of Architects (DC/AIA) developed for the Marshall Heights Community Development Organization.	Minnesota Avenue between East Capitol Street and Benning Road	DDOT	1343	DDOT budgeted \$500,000 to initiate both the study and possibly some design of streetscape improvements to Minnesota Avenue. The DC/AIA streetscape plan will be used as a framework for the study. Design concept and construction documents will follow this process, which will culminate in construction.	FY2002
			Community	1344	Success of this action will depend on community leadership and the action of individuals. ANCs, citizens, community organizations, nonprofits, and others are encouraged to help implement this action.	TBD

## Agency Responses to Citizen Priorities

PRIORITY 3:

**Youth Development**

Youth development was the third priority. Citizens recommended maintaining recreation facilities better and promoting the development of healthy and productive young people who can make positive contributions to their neighborhoods. To achieve those goals, specific program recommendations were developed for the Department of Parks and Recreation (DPR) and the DC Public Schools (DCPS).

OBJECTIVE 1:

Improve performance of students in public schools.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3063	Conduct capital improvements and develop mentoring programs in each school.	All neighborhoods	DCPS	3404	DCPS budgeted \$6 million for improvements to Sousa Middle School in FY2003.	FY2003
583	Establish youth recreational programs and after-school activities in areas around public housing.	All neighborhoods	DPR	6570	DPR offers programs at River Terrace. DPR also offers programs at Benning Park for that community. There are no current plans to develop programs at Benning Terrace specifically.	Ongoing
			DCPS	2051	Out-of-school-time programs are provided in all elementary and middle schools in Ward 7 through funding from the Department of Human Services (DHS). Such programs will operate as long as funding is available. Those programs run until 6:30 p.m.; later hours can be accommodated with the provision of funding for administration, instruction, and security. Developing a strategic plan for out-of-school-time activities is an activity that would be more appropriate to CYIP than to DCPS (i.e., DCPS would not undertake it independently). DCPS is part of the partnership and can participate in planning through that body.	Ongoing

## Agency Responses to Citizen Priorities

PRIORITY 3: **Youth Development**OBJECTIVE 2: **Improve access and quality of after-school and recreational programs and facilities.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
3066	Better use the faith community to provide programs.	All neighborhoods	DPR	3408	DPR recently hired a new Associate Director for Programs. That person will assess our current situation and will work with the community and with faith-based organizations to develop future programs.	FY2002
3067	Better use existing adult programs to promote intergenerational interaction.	All neighborhoods	DPR	3409	DPR has recently hired a new Associate Director for Programs. She is in the process of assessing the current situation by reading these plans and by visiting sites. She can be reached through the main number, 202-673-7665.	FY2002
3068	Conduct an inventory and assessment of existing programs with community input.	All neighborhoods	DPR	3410	DPR's new Associate Director for Programs will assess the current situation by visiting sites and will work with the community (and schools) to develop future programs. DPR will conduct a thorough evaluation and assessment of all recreation facilities and programs.	FY2002
3069	Develop improved outreach and communications strategies.	All neighborhoods	DPR	3411	DPR is in the process of hiring a Development Officer and outreach person who will focus on this area (with the Communications and Marketing staff).	FY2002

## Overview

While this Strategic Neighborhood Action Plan outlines and begins to address the key priorities identified by the neighborhoods in your Neighborhood Cluster, several other neighborhood initiatives are playing a major role in improving the quality of life in our neighborhoods. Those initiatives include the following:

### Neighborhood Services Initiative (NSI)

Neighborhood Services strives to find permanent solutions—not just quick fixes—for persistent problems in every Ward. To this end, the NSI, in partnership with residents and 13 District agencies, has identified Persistent Problem Areas (PPAs) in the community. In most cases, when the Metropolitan Police Department has an active Police Service Area Plan (PSA Plan) or a Capital Community Plan, a PPA work plan was developed. Those areas have recurring problems that need the cooperation and coordination of many government agencies to ensure that they become clean, safe, and healthy

neighborhoods. Through a Core Team approach, 13 government agency representatives come together weekly in each Ward to develop and implement work plans in an effort to mobilize, reclaim, revitalize, and sustain abatement of the problems in PPAs. *Because this initiative has been very active in your Neighborhood Cluster, the following few pages provide more detailed information.*

### Transforming Schools Initiative (T-9)

In FY2001, DCPS selected nine schools to reconstitute and transform including facilities, curriculum, and staffing. In FY2002, another set will be selected, as in FY2003. Several of the existing nine schools will serve as a pilot for the new “neighborhood places” model of coordinated, neighborhood-based social services being implemented by the District agencies. The T-9 school in Ward 7 is the Davis Elementary School located at 4430 H Street SE. *Please contact Helen Flag at 202-442-5023 to learn more about this initiative.*

### Home Again: Renovating Our City's Abandoned Properties

This initiative will promote the development of the District's vacant and abandoned properties by gaining site control of the properties and by selling them to developers, who will renovate them into new homes. The initiative will begin by gaining site control in five neighborhoods: Columbia Heights, Ivy City/Trinidad, Near Northeast, Rosedale, and Shaw. Then it will expand throughout the city. The initiative's goal is to provide at least 30% of the homes to low-income families. *Please contact Neal Drobenare at 202-727-3899 to learn more about this initiative.*

## Other Neighborhood Initiatives

# 5

### Partnership for Problem Solving

Police Lieutenants are working in partnership with the community and other stakeholders to address local public safety problems. They are developing plans specific to Police Service Areas (the geographic units that the police have implemented in the city) to facilitate the collaborative problem-solving process and to address public-safety issues. Strategies that have been developed focus on addressing offenders, victims, and locations and consist of three types of approaches: focused law enforcement, neighborhood partnership, and systemic prevention. *Please contact Ann Russell at 202-727-1585 to learn more about this initiative.*

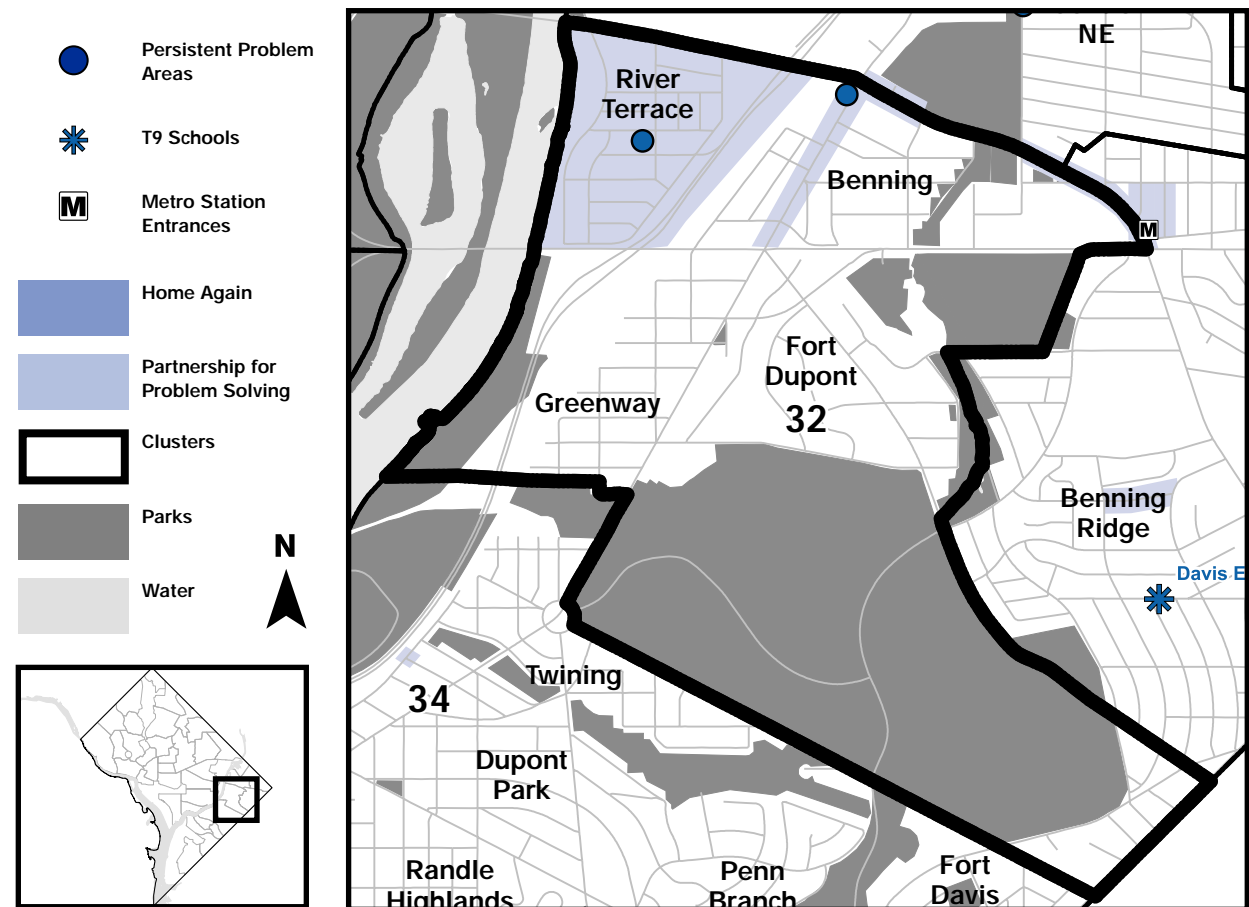
### Transit-Oriented Development (TOD)

TOD is a land use strategy to accommodate new growth, strengthen neighborhoods, and expand choices and opportunities. TOD capitalizes on bus and rail assets to stimulate and support vibrant, compact, diverse, and accessible neighborhood centers within walking distance of transit. TOD is a strategy that allows for a rich mix of uses—residential, retail, and work places—at densities that are appropriate for the neighborhood. *Please contact Karina Ricks at 202-442-7607 to learn more about this initiative.*

In many instances, the issues addressed in the SNAPs directly link with other neighborhood initiatives, thus creating synergy in areas that will receive substantial public and private resources

The Neighborhood Initiatives map on the following page depicts the above-mentioned initiatives that are located in your Cluster.

Neighborhood Initiatives in Cluster 32



### Neighborhood Service Initiative

The Neighborhood Service Initiative is a partnership between 13 District agencies to identify, prioritize, and solve recurring service delivery problems called persistent problem areas (PPAs). PPAs are special because there are multiple problems in a specific PPA, which, therefore, require multiagency strategies to solve. One Neighborhood Service Coordinator (NSC) for each Ward coordinates the work of District agencies to solve these neighborhood problems. The NSC for Ward 7 is Rose Money.

To identify the PPAs for this Neighborhood Cluster, the NSC worked with Advisory Neighborhood Commissioners, community organizations, business owners, individual residents, and District agencies. Specific areas were identified and prioritized, and then specific work plans were developed for each PPA. Listed below is a more detailed description of each PPA.

There are two PPAs in Cluster 32:

#### River Terrace NE

Key problems in this area include abandoned cars, violations of building codes, and public safety. Accomplishments have been a reduced number of abandoned cars and increased police activity. Future work includes focusing on securing abandoned and nuisance properties and on providing continued police presence in the area.

#### Benning Road

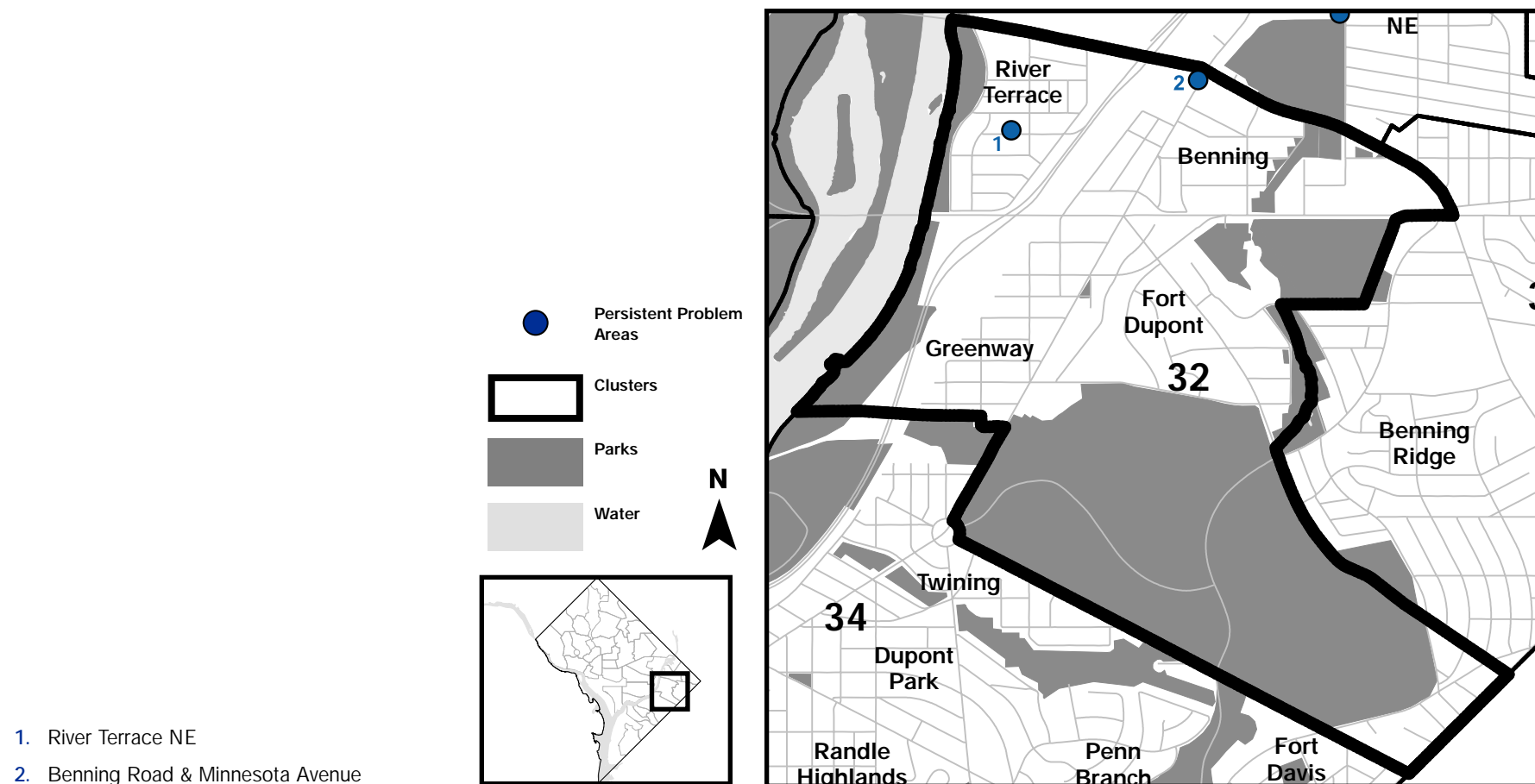
Key problems in this area include homelessness and the illegal dumping of trash. Accomplishments have included cleaning and regularly monitoring the area, plus installing a wall to eliminate access under the Benning Road Bridge. Future work in this area will be helping the community to sustain cleanliness.

The PPAs map on the next page depicts the locations of the PPAs in your Cluster

The NSC, in partnership with District agencies and the community, will continue to work on solving the existing PPAs. Each quarter, Neighborhood Service will be considering work on additional PPAs in this Cluster. One of the key factors in this decision is determining whether improvements made to the PPAs are being sustained. One of the variables for sustaining improvements to PPAs is active community involvement, such as citizens holding regular cleanups, learning about city codes and regulations, and keeping an eye out on properties and reporting any illegal activity. If you have questions or are interested in partnering with your NSC on addressing those problems, please call Rose Money at 202-645-6201.



Persistent Problem Areas in Cluster 32





Your SNAP is a living document, not just a plan collecting dust on a shelf. In fact, a number of activities are currently under way to ensure that the priorities highlighted in this document are addressed. The following are examples:

#### Progress Updates to Your SNAP

The Office of Neighborhood *Action* is monitoring the status of projects with District agencies. A status update meeting will be held in each Ward twice a year to share with residents the progress of the commitments.

#### Implementation of Citizen-Driven Actions

The success of this plan depends on a strong partnership among District agencies, other agencies, businesses, community development corporations, the faith community, and you. To find community partners to help implement citizen actions, the Office of Neighborhood *Action* will be making contacts in your Cluster. You are strongly encouraged to take the initiative, to pull people or groups together, and to champion one of these actions. Please contact the Office of Neighborhood *Action* (at 202-727-2822) to learn where you might be able to help.

#### Role of Your Neighborhood Planner

During this coming year, your Neighborhood Planner will continue to work with you and the responsible agencies to help implement and coordinate many projects, including the implementation of streetscape and façade improvements to Minnesota Avenue; the upgrades to several sidewalks, curbs, and gutters; and the paving of selected streets throughout the neighborhoods.

What Happens  
Now

6



The Strategic Neighborhood Action Plans were built heavily on past and present plans and documents that have been developed by your neighborhood and the city. For your reference, we have listed a number of relevant plans and documents for your area. Many of these plans are accessible on the Neighborhood Action website at [www.neighborhoodaction.dc.gov](http://www.neighborhoodaction.dc.gov) or at your local library.

## Reference Materials

Plan:	Date Completed:	Plan Development Led by:
Ward 7 Plan	1998	DC Government, DC Office of Planning
City-Wide Comprehensive Plan	1998	DC Government, DC Office of Planning
Cluster 32 Databook	Winter 2001	DC Government, DC Office of Planning
Cluster 32 Visioning Workshop Summary Report	Summer 2001	DC Government, DC Office of Planning
Cluster 32 FY2003 Citizen Budget Guides and Worksheets	March 18, 2002	DC Government

## Action Plan Partner Abbreviations

ABRA	Alcoholic Beverage Regulation Administration	DMCYF	Deputy Mayor for Children, Youth, Families, and Elders	NSO	Neighborhood Stabilization Officer
CAH	Commission on Arts and Humanities	DMH	Department of Mental Health	NTHP	National Trust for Historic Preservation
CBO	Community-Based Organization	DMPED	Deputy Mayor for Planning and Economic Development	OCA	Office of the City Administrator
CDC	Community Development Corporation	DMPSJ	Deputy Mayor for Public Safety and Justice	OCC	Office of Corporation Counsel
CFSA	Child and Family Services Administration	DMV	Department of Motor Vehicles	OSCC	Office of the Clean City Coordinator
DBFI	Department of Banking and Financial Institutions	DMO	Deputy Mayor of Operations	OCFO	Office of the Chief Financial Officer
DCFD	DC Fire Department	DOC	Department of Corrections	OCP	Office of Contracting and Procurement
DCHA	DC Housing Administration	DOES	Department of Employment Services	OCTO	Office of the Chief Technology Officer
DCHFA	DC Housing Finance Authority	DOH	Department of Health	OLBD	Office of Local Business Development
DCMC	DC Marketing Center	DPR	Department of Parks and Recreation	OP	Office of Planning
DCOA	DC Office of Aging	DPW	Department of Public Works	OPM	Office of Property Management
DCOP	DC Office of Personnel	EMA	Emergency Management Agency	OTR	Office of Tax and Revenue
DCPL	DC Public Libraries	EOM	Executive Office of the Mayor	OZ	Office of Zoning
DCPS	DC Public Schools	FEMS	Fire and Emergency Medical Services	PSA	Police Service Area
DCRA	Department of Consumer and Regulatory Affairs	FHA	Federal Housing Administration	TCC	Taxi Cab Commission
DDOT	District Department of Transportation	IGO	Inspector General's Office	UDC	University of the District of Columbia
DHCD	Department of Housing and Community Development	MPD	Metropolitan Police Department	WASA	DC Water and Sewer Authority
DHS	Department of Human Services	NCRC	National Capital Revitalization Corporation	WCCA	Washington Convention Center Authority
DISR	Department of Insurance and Securities Regulation	NPS	National Park Service	WMATA	Washington Metropolitan Area Transit Authority
		NSC	Neighborhood Service Coordinator	ZAC	Zoning Advisory Committee
		NSI	Neighborhood Service Initiative	ZC	Zoning Commission

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**Kelvin Robinson**  
Chief of Staff

**John Koskinen**  
City Administrator

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